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MARKETING BY MAILBOX (IT'S A REVOLUTION, FOLKS)

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AV's New Look: A Special Section

1985 Business Executives Dining Awards

SALES MANAGEMENT

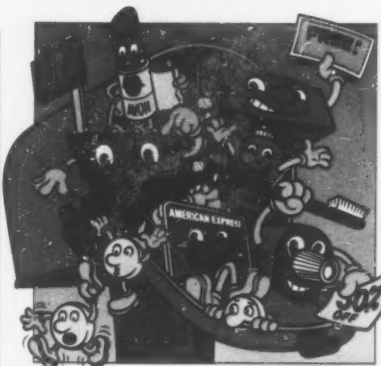
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*S&MM cover design by Altemus
Cover illustration by Dave Coulson*

The Birmingham Bills VS. The Phoenix Eagles?

Once upon a time, a city just wasn't a city if it didn't have a pro football team. It was a sign of prestige, a symbol of legitimacy. The original National Football League (NFL) franchises went to the long-standing centers of population and industry; New York City, Detroit, Chicago, St. Louis. Then, as time went by and the sport grew more popular, the expansionist American Football League (AFL) was born to accommodate those cities that had developed into modern-day rivals of the old giants. The new growth centers were named Miami, Houston, Denver, and San Diego.

This rivalry was not lost on the fans, who saw their teams as the personification of local pride, the proof of their city's strength and prominence. As with all sports, a team's record has a direct correlation to the mood of the local population. Just ask the people of Cleveland—home of the Indians, Browns, and Cavaliers.

Back in 1960, when it came time to select new cities as potential AFL franchise centers, what usually made the difference between selection and rejection were the city's numbers—their demographics. Is the city large enough to support a team? How many males between ages 18 and 45? What's the projected population growth? The per capita retail sales? These were the kinds of things an owner had to know about his city if he hoped to be awarded a franchise. Recently, however, a different kind of location strategy has emerged. It, too, has a lot to do with numbers—but, in this case, the numbers are more about dollars than about people.

It began with owner Al Davis's famous move of the Raiders from Oakland to Los Angeles. Davis said he had a right to go where the money was. The league bosses said he couldn't do that. The courts said he could. Thus

the door was opened for other team owners to follow suit and follow the money. So far, only one other major defection has occurred. The Colts, formerly of Baltimore, were courted by half a dozen different cities when their owner, Robert Isray, made it known he wanted a change of scene. Birmingham, AL, Jacksonville, FL, Phoenix, and Memphis were all in the running, but the city of Indianapolis was the eventual winner. How much of the final decision can be credited to demographic data? Well, we posed that question and a few others to David Frick, who was the city's chief negotiator in the drive to bring the Colts to Indianapolis.

Were there any demographic studies done as part of your proposal?

Yes. The NFL had been talking about expanding, and in conjunction with our making a bid for a franchise, we asked SRI [Stanford Research Institute] to prepare a report comparing us with other cities that were in the running. It took the form of a comparative analysis between Indianapolis and these five cities, and it also showed how we stacked up to existing franchise cities.

What types of data were covered?

Everything and anything. Income, sales, TV viewing habits; naturally there's a big concern with potential revenues from national and regional telecasts. I could even tell you how much beer the average Indianapolis fan consumes. They [SRI] were very thorough. We feel they did a tremendous job.

Do you think this was a factor in the Colts' decision to make the move?

Certainly they were impressed. I'm sure it made them feel more secure knowing that we could support a franchise here, although the report wasn't prepared specifically for the Colts' situation.

Do you think demographic data are important for this type of thing?

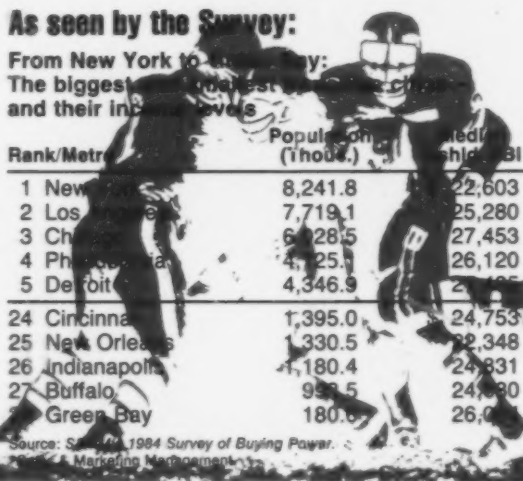
Definitely. You've got to prove your market. It's the same with any business today. At the decision-making stage, we needed to be able to supply them with empirical data, presented in a professional way. It's an absolute necessity these days if you want to be properly prepared.

One final note: Recently, rumblings have been heard from Philadelphia, where a deal was in the works to move the Eagles to Phoenix. As of this writing, however, the team ownership has indicated the Eagles will stay in the City of Brotherly Love. Now the talk is of Buffalo. Who will be next? Well, with cities like Indianapolis and Phoenix honing their statistical swords, it looks like the battle for big-time status is just beginning.

By Richard Kern,
Editorial Director, S&MM Surveys

As seen by the Survey:

From New York to Green Bay:
The biggest, smallest, and their income levels



Rank/Metro	Population (Thous.)	Median Household Income (\$)
1 New York	8,241.8	22,603
2 Los Angeles	7,719.1	25,280
3 Chicago	6,285.5	27,453
4 Philadelphia	4,125.1	26,120
5 Detroit	4,346.9	24,125
24 Cincinnati	1,395.0	24,753
25 New Orleans	1,330.5	22,348
26 Indianapolis	1,180.4	24,831
27 Buffalo	933.5	24,190
28 Green Bay	180.6	26,000

Source: Survey of 1984 Survey of Buying Power, S&MM Marketing Management

and observes its effectiveness against an untreated plot. In 1984, Cyanamid ran 1,800 tests for such customers as Conrail and the Seaboard Railroad, and plans to continue the program this year.

Late last year, Cyanamid made its first overseas sales of Arsenal. Galley is confident that this year his sales and marketing team's legal and biological expertise will "establish a presence for Cyanamid in a market in which it has never been before." **SMM**

SALES PRESENTATIONS

Letting the product speak for itself

When it comes to presenting an advertising message in novel fashion, AudioCom, Inc. believes it has a worthy approach. The small, Au-

burn Heights, MI, company is marketing an unattended low-power AM radio transmitter that incorporates a continuous-play cassette recorder—just right for selling real estate, automobiles, and restaurant specials, it figures.

Since the company was started eight months ago, it has sold some 1,500 of the \$495 units (retail), concentrating primarily on realtors who have found them useful for touting the attributes of available homes. House hunters need only pull up outside a listed property and turn their AM radios to a signposted frequency to activate the unit set up inside the house. The next target for the device, called AMCAST, will be shopping centers, notes vice president Nick Kesslering.

He insists that the biggest obstacle to sales is convincing potential customers that the product is a dependable selling tool, not just a fad. Randy McKechnie, a Century 21 broker in Arlington, TX, isn't so sure that's true. He bought six of the units and is using them to market properties as "talking houses." "But they're more useful in attracting listings than buyers," insists McKechnie, who can only indirectly tie sales to the machine. "Once the novelty wears off, their usefulness declines," he says. **SMM**

SALES FORCE HIGHLIGHT

For salesmen, aircraft; for saleswomen, iron & steel

Maybe the movie *Flashdance*, with its female steelworker dreaming of a ballet career, wasn't so far off the mark. The manufacturing sector's highest-paid saleswomen are in the iron and steel industry, with mean earnings of \$13,945, a new Census Bureau report on occupational earnings, based on the 1980 population census, shows. Salesmen in the aircraft and space vehicles industry led their male peers with \$28,788.

Mean earnings of manufacturing salespeople

Manufacturing Industry	Salesmen	Saleswomen
Aircraft, space vehicles	\$28,788	\$13,671
Apparel	28,679	8,280
Textile-mill products	28,515	8,779
Furniture	27,598	9,919
Paper	26,266	11,778
Other nondurable goods	25,395	8,762
Iron & steel	25,235	13,945
Other durable goods	25,045	10,409
Nonelectrical machinery	24,492	13,370
Electrical machinery & equip.	24,480	11,806
Rubber & plastics	24,387	9,905
Primary nonferrous metals	23,990	11,488
Chemicals	23,502	12,534
Motor vehicles	23,126	12,305
Fabricated metals	23,088	10,137
Other transportation equip.	22,583	8,845
Lumber & wood	22,209	9,595
Stone, clay & glass	22,168	9,222
Food & beverage	17,931	6,485
Printing & publishing	17,609	8,503
All-manufacturing	\$24,020	\$10,171

Note: Earnings are for the year 1979.

Source: Census Bureau, 1980 Census of Population: Occupation by Industry, PC80-2-7C.

*Sales & Marketing Management.

MANUFACTURERS REPS

Reps vs. direct: A need to think again?

The decision between a direct sales force and manufacturers' reps is usually based on what the particular industry itself believes in and the "truths" that prevail. An example of the latter: a direct sales force is the better choice if (1) replacing people who sell for you is likely to be difficult because of their skills or experience; (2) evaluating sales per-